



SOA Governance

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Governance?



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Governance overview

- A decision-making and accountability framework for IT resources
- A governance council decides:
 - The framework for **decision-making**
 - How to **allocate responsibility** across the organisation
 - **Processes** involved in making decisions
 - **Metrics** for monitoring the effectiveness of the organization
- Aims to provide visibility and control as well as a clear decision making process
- Governance is not the management of IT
 - but setting the right framework for IT management

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SOA governance

- Typical pre-SOA organizations have IT assets that are tightly coupled to **business units** not **business function**
- SOA governance is particularly important because:
 - SOA requires a clear **architecture**
 - SOA Processes should be based on **domains** and not business units
 - SOA requires a clearly defined **funding model** that allows business services to be used and allocates cost effectively

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SOA and IT Governance

- SOA Governance = "IT Governance v2"
 - SOA Governance is not governance of SOA... it is IT Governance rewritten with Service Oriented thinking
- SOA is Enterprise Architecture
 - Formalised
 - Simplified
 - Structured
- The Governance depends on the architecture and therefore must match that architecture

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Governance of SOA is vital

- Service Oriented systems have plenty of complexity:
 - Distributed computing
 - Typically XML based
 - Heterogeneous systems
- Also more powerful
 - Wider connectivity
 - Often involves opening up tightly coupled systems and working cross-organization
- Governance is vital to ensure policies are properly implemented and enforced

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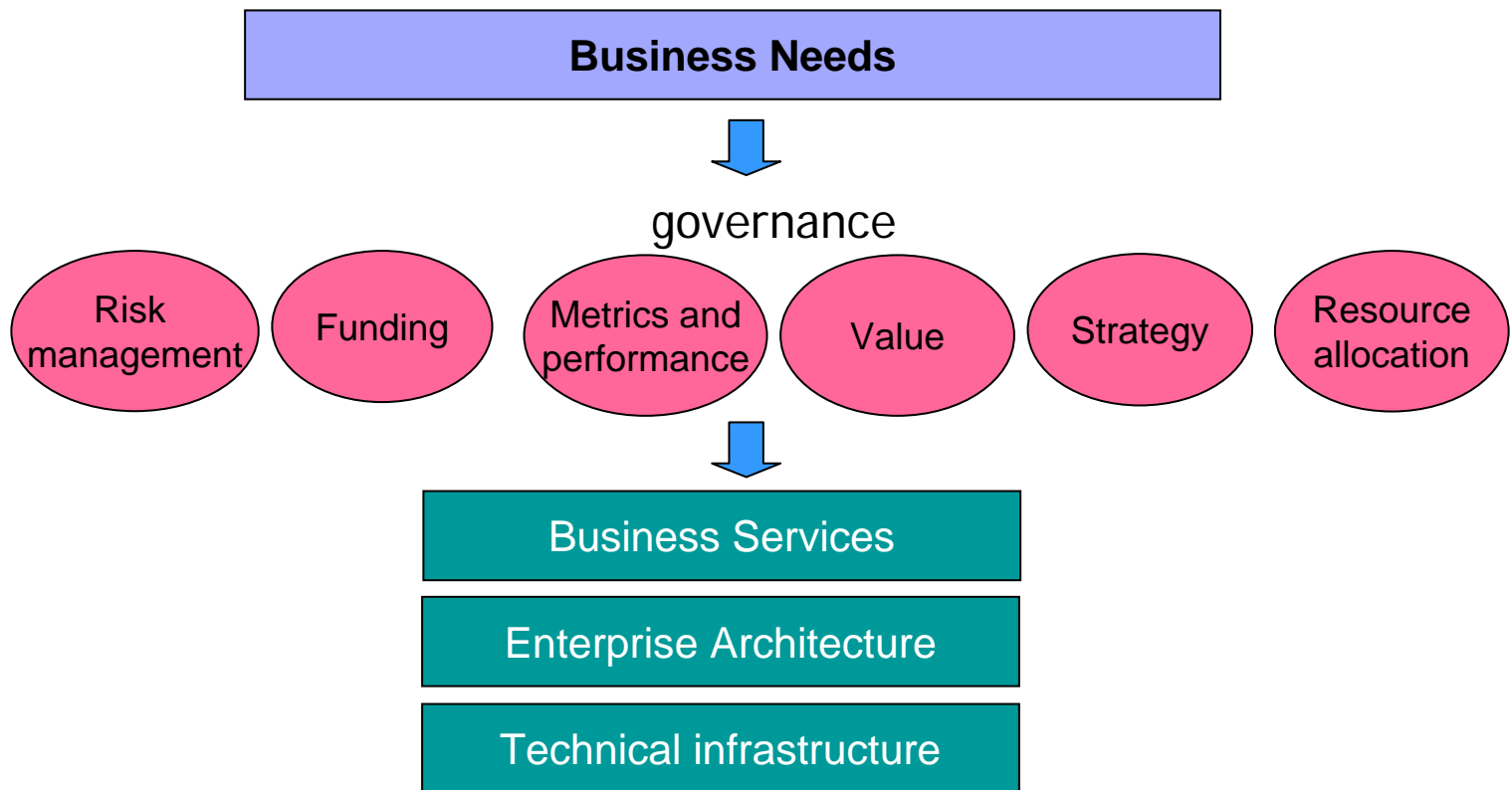


SOA “challenges”

- The SOA bunfight:
 - Interdepartmental rivalry becomes rewritten
 - Lack of clear responsibilities and domain ownership
 - Rival groups fighting for ownership of domains or business services
- The SOA vicious circle:
 - Current funding models are based on BUs
 - No incentive for a BU to make services available to a wider audience
 - Service initiatives cannot get funded
- The SOA bandwagon:
 - Everyone is “fully committed” to SOA
 - Plenty of “SOA initiatives” to make the current infrastructure “SOA-enabled”
 - but no real changes to structure, processes or architecture

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SOA governance framework



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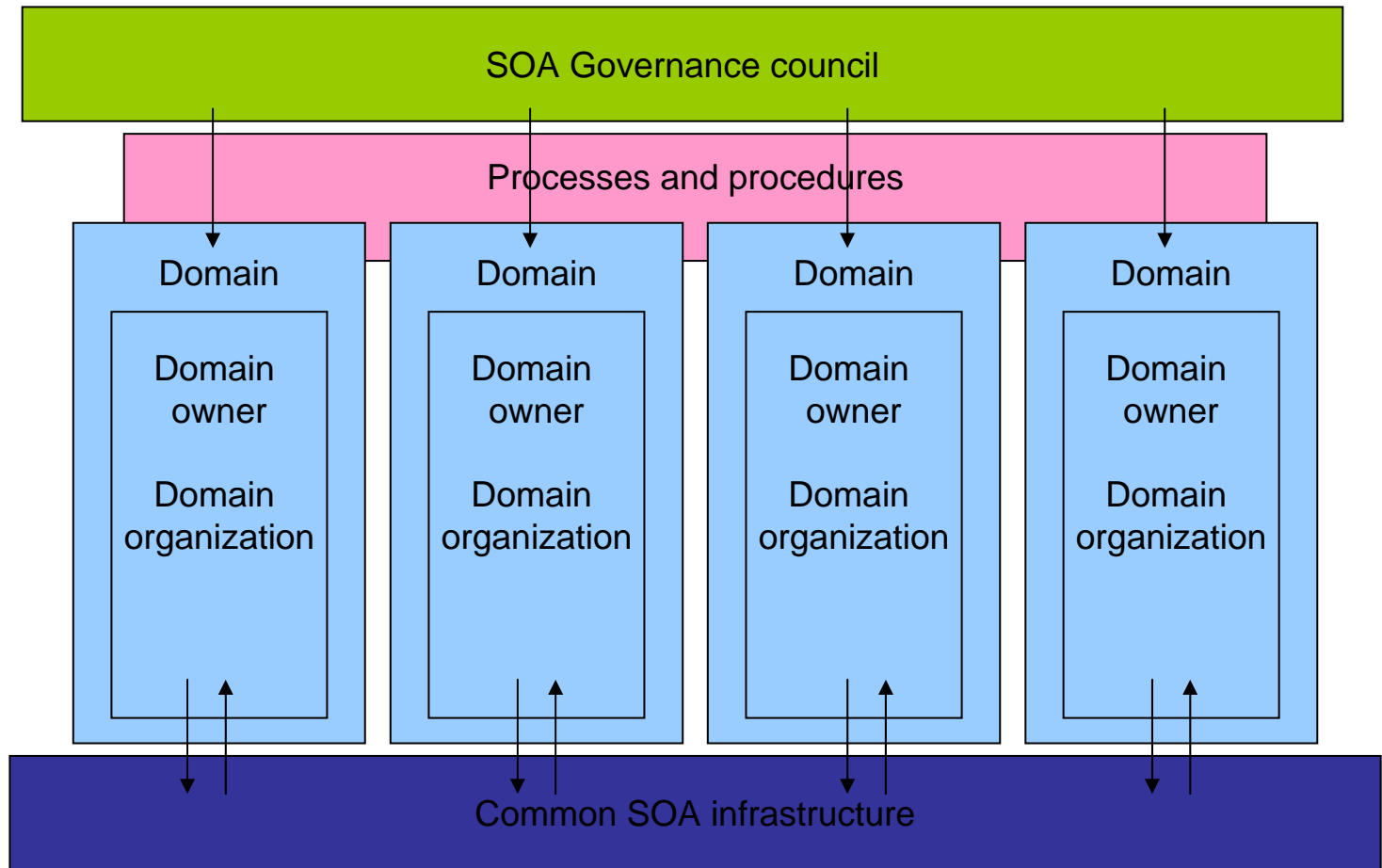


SOA Governance Models

- Governance should focus on:
 - Aligning IT with business strategy
 - Delivering value
 - Measuring and monitoring performance
 - Assigning resources
 - Risk management

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A typical governance structure



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The SOA governance council

A typical SOA Governance council consists of:

- CIO
- CFO
- Business Unit Executives
- Domain Owners

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Domains

- In order to govern a SOA, it needs to be split into domains
- Each domain contains a set of services that relate to the same business area and share some business context
 - For example customer management, purchasing, order processing, logistics
- Each domain manages and owns those services:
 - Service management and availability
 - Business Logic encapsulation
 - Service usage metrics
 - Location independence and service publication
 - Data and message formats

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Models for domain management and governance

- The domain owner(s), for example
 - A single domain owner or
 - one Business and one IT leader
 - Represent the business needs to the domain team
- Domain modeler(s)
 - Identifies and models business services
 - Creates abstract service and data definitions
- Domain developer(s)
 - Works with the modeler to implement the services
- Domain tester(s)
 - Certifies that the services work and meet the overall requirements, including SLAs
 - We recommend test-driven development, which means that individual functional tests will be done by the developers

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Common Service Infrastructure

A well designed SOA infrastructure can have a huge impact on governance by:

- Enforcing policies (e.g. corporate security policies)
- Automating processes around the lifecycle of services
 - creation, approval, publication, etc
- Capturing metrics, monitoring usage, valuation, supporting chargebacks

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Enterprise Service Bus concept

- The ESB is a key model for SOA governance:
 - An ESB is a system for connecting, managing and transforming service interactions
 - Every service interaction should be potentially intercepted by the ESB to support governance
 - The ESB should be driven by global policies
 - The ESB isn't magic – usually it is implemented by one or more brokers that efficiently route and validate service interactions

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Service Registry

- A registry is a key component for governance:
 - All services should be published
 - The registry should implement simple processes for staging and publishing services – that match the governance model
 - Registry should also contain the policies applicable for each service

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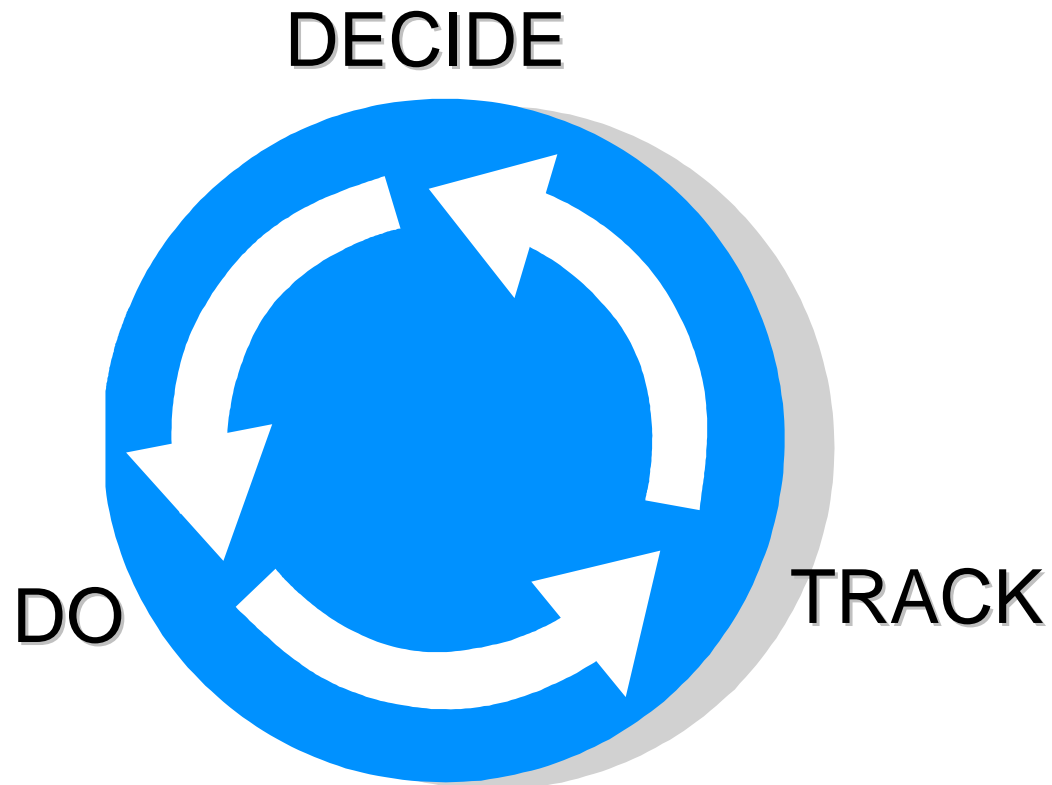


Key decisions

- Membership and rules of the Governance council?
- The segmentation of Business Domains?
- The organizational structure of a domain
- What are the decision-making processes?
- How will value be measured?
- What organization-wide policies and processes should be in place?

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A simple governance lifecycle



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Lifecycle

- Decide
 - Processes
 - Organizational structure
 - Measurement criteria
- Do
 - Put in place the governance model
- Track
 - Service usage
 - Value and ROI
 - Adherence to policies
 - Service level agreements

ITERATE

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SOA Governance

- Key “take-home” points
 - Governance of IT based on **SOA principles**
 - SOA is inherently wider, more devolved and more loosely coupled
 - Governance is more important than ever
 - SOA Governance is about building the right organization models
 - But technology can help implement and monitor policies

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Questions?



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